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Chief, Management Staff

26 Apr 57

Director of Communications

Review of Staffing/Development Complement Concept

REF : Staffing/Development Complement Concept for Manpower Control.

1. A review has been made of the Staffing/Development Complement concept since its installation in the Office of Communications on 8 April 1956. The following comments are with reference to the general objectives of the concept.

- a. **OBJECTIVE:** To require the preparation of a staffing proposal which is realistic in relation to the work burden of the Office.
COMMENT : This will be accomplished each year by an annual program review and forecast of personnel requirements.
- b. **OBJECTIVE:** To identify personnel actively and directly contributing to the performance of the mission and any other personnel not so assigned, with the reasons therefor.
- c. **OBJECTIVE:** To relieve activities from carrying non-productive personnel on their work burden T/O's.
COMMENT : These objectives have been accomplished. Within the limits as stipulated in Paragraph 4 (b) of the reference, personnel not contributing to the performance of the mission are assigned to the Development Complement.
- d. **OBJECTIVE:** To obtain more complete cost information.
COMMENT : This objective has been achieved. However, an "out date" column on the IBM run of personnel assigned to the Development Complement would permit this objective to be accomplished more readily.
- e. **OBJECTIVE:** To provide, within the framework of established position evaluation principles, greater flexibility in the movement of personnel within the approved ceiling.
COMMENT : This flexibility has been achieved. It is, perhaps, the most advantageous aspect of the system since, at working level positions, the Office can assign personnel rapidly and with minimum difficulty to areas and activities to meet changing workloads.
- f. **OBJECTIVE:** To accomplish

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1. **OBJECTIVE:** To accomplish a reduction in paper work and time delays inherent in the former T/O system.
- COMMENT :** Utilization during this trial period has indicated that considerable reduction in paper work and associated delays has been achieved.
2. **OBJECTIVE:** To reduce to a minimum the controls to be exerted by the Management/Personnel/Comptroller elements in the internal management of positions and personnel.
- COMMENT :** The controls exerted by Management and Personnel have been reduced. It is possible to increase or decrease existing flexible positions and, by means of the Annex, to add new positions with a minimum of difficulty. No particular change has been noticed in these controls in the limited positions. Experience in operating the Development Complement showed a need for added controls within this Office. Without these internal controls, the Staffing/Development concept could permit a serious imbalance of personnel strengths, categories, and grades to develop within the components of an Office since Agency controls are established at the Office level.

2. The budgetary controls placed on the Office by the Comptroller at the time of approval of the first Planning Paper were on the basis of the grades approved in the Planning Paper. These controls should not be established in this manner but rather on the basis of the current approved budget. As subsequent budgets are approved, these controls should be revised accordingly.

3. The utilization of the Staffing/Development Complement has proven beneficial to the Office of Communications and its continuation is recommended.

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